

DEPARTMENTAL BUDGET INFORMATION NON-DEPARTMENTAL (35)

MISSION

The Non-Departmental budget provides funds for activities that are not the responsibility of any other single agency.

DESCRIPTION

This agency provides funding for expenditures which are not specifically associated with any single department's activities and include funding for the Greater Detroit Resource Recovery Authority, Detroit Building Authority, Detroit Cable Communications Commission, Board of Ethics, Grants Acquisition Office and Program Management Office.

Non-Departmental is also the depository agency for General Fund subsidy appropriations for enterprise activities and for a wide variety of General Fund revenues that cannot be credited to any specific department.

The purpose of the **Greater Detroit Resource Recovery Authority (GDRRA)** is to provide efficient, environmentally responsible waste disposal service(s) to the residential, commercial, industrial sectors of Detroit. This includes the acquisition, construction, improvement, enlargement, extension and operation of solid waste disposal facilities. The Authority's activities encompass one or more parts of a total waste management system (post collection) including transportation, recoverable materials marketing (recycling), generation and sale of waste derived fuel energy products (steam and electricity), and disposal. The Authority is a component unit and is legally separate from the City of Detroit.

The **Detroit Building Authority** was established to assist City Departments in expeditiously carrying out their Capital Improvement programs. The Detroit Building Authority is primarily responsible for administering capital projects from start to completion. Critical functions include encumbering funds through contracts of lease; distributing bid documents and request for proposals; issuing contact awards; securing Human Rights Clearances; advising contractors of Executive Orders 4 & 22 requirements; preparation and execution of all contract documents; review and approval of contract invoices; actual payment to vendors; monitoring design development and construction for each capital project managed by the DBA.

In addition, the DBA administers the Special Areas Maintenance Program (SAM), which covers 35 commercial areas throughout the City. The services provided by SAM involve supplying contractors to perform landscape, mechanical, electrical, structural, and general maintenance in the referenced 35 areas.

The **Detroit Cable Communications Commission (DCCC)** has two functions: Administration and Regulation; and operation of the Government and Educational Access Channels. The DCCC's primary responsibility is for the oversight and compliance of the cable operator with the terms and conditions of the current cable franchise agreement. The negotiation, issuance and enforcement of all new telecommunication permits and cable franchises are related responsibilities.

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The DCCC's secondary responsibility is for the oversight and daily operation of the Government and Educational Access cable channels, including providing video coverage and production services to City Departments, the Mayor's Office, City Council, Detroit Public Schools, and for events relevant to Detroit and its citizens. The DCCC is also responsible for maximizing the use of all available public, educational and government access channels. The goal is to actively pursue coverage of activities and events that are informative, newsworthy, and appropriate for broadcast on Government Access Channel 10 and Educational Access Channel 22.

The Board of Ethics role is to investigate and resolve complaints regarding alleged violations of the ethics ordinance by public servants, and to issue advisory opinions regarding the meaning and application of provisions of the Charter, city ordinances or other laws or regulations establishing standards of conduct for public servants. Advisory opinions shall be rendered upon written request by a public servant. Advisory opinions shall be published by the board annually in a report to the Mayor and City Council. The Board is charged with monitoring and recommending improvements in the disclosure requirements, and in the standards of conduct under the ethics ordinance, in order "to promote an ethical environment within city government, and to ensure the ethical behavior of public servants." All meetings of the board shall be open to the public unless an individual involved in the matter to be

addressed requests in writing that the meeting be closed or unless otherwise provided by ordinance or by statute.

The Grants Acquisition Office is a centralized organization within the City hierarchy that will identify, pursue and secure grant opportunities in order to maximize external resources and program innovation in city service delivery. The Grants Acquisition Office is headed by a Director who is appointive and reports to the Chief Administrative Officer. It will be staffed with three Managers, who will develop relationships with fundors and spearhead grant applications; and an Administrative Assistant. A citywide Grants Committee, comprised of each department that receives or intends to receive federal, state, and private grants, will provide direction to the Grant Acquisition Office and an interface with the Grants Management Unit of the Finance Department.

The Program Management Office (PMO) is a centralized organization within the City hierarchy that will deliver consistent project oversight and management services to ensure fiscal accountability, quality deliverables, and timely project completion. The PMO is headed by a Director who is appointive and reports to the Chief Financial Officer. It will be staffed with four Portfolio Managers (Manager II level), who will lead project improvement teams in city agencies or functional areas, and a Quality Assistance Reviewer (a General Manager) who will coordinate project workplans against overall city goals. The Office will focus primarily on projects that improve city services,

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maintain financial solvency and enhance technological systems within City government.

MAJOR INITIATIVES

Greater Detroit Resource Recovery -
Expand clean neighborhood roll-off container program to ten (10) CRS sectors.

Detroit Building Authority –

- Plan to increase minority and Detroit based contractors by hosting a workshop, January, 2003.
- Due to the increase in the number of capital projects the DBA is implementing, this provides a basis to increase project management staff.
- Enhance the DBA's computer and automation abilities by replacing old computer equipment.
- Develop a new comprehensive tracking system for managing financial information and other vendor information.
- Develop a proposal to provide information to high school students regarding careers in construction.
- Continue implementation and improvement of the DBA contract management tracking system.

Detroit Cable Commission – Government/Educational Access

- Cable Franchise Fees, i.e., revenues, to be appropriated consistent with the City Charter for the operation of the DCCC, and for the support and promotion of extensive community, municipal and educational utilization of the cable communications system.

- Increase production and post-production activity to develop programming content that focuses primarily on the various departments, Boards, Commissions and other governmental and educational entities within the City of Detroit.

- Increase playback hours to 24-hour broadcast for both Access channels.
- Establish a program acquisition budget for both Access channels.
- Continue to upgrade the functionality of the DCCC website to provide a higher degree of information and service to our constituents.
- As provided under the Cable Franchise Agreement, activate at least one other Government Access Channel and one other Educational Access Channel for use by the Detroit Public Schools.
- Develop a municipal-owned Satellite Unlink Facility for teleconferencing capability and program acquisition for Government and Educational Access.
- Develop Closed-Captioning capability for the hearing-impaired on both Access channels.

Regulatory & Compliance

- Implement and monitor compliance of the requirements under Public Act 48, Michigan's new Telecommunications law, including reviewing and issuing permit agreements for access and use of public rights of way within 45 days, working with the Michigan METRO Authority, and telecommunications providers.
- Update and automate comprehensive public inspection files.

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- Work with ITS Department to collate all engineering maps into a comprehensive, detailed map detailing all fiber optic construction and infrastructure assets in the City.
- Develop and implement a Customer Service Bill of Rights for cable subscribers.
- Produce and air specific public service announcements highlighting customer service rights and grievance procedures to be aired on PEG Access channels.
- Monitor regulatory compliance for cable service provider and telecommunications providers under federal, state and local laws and statutes.
- Complete negotiations and enforce the new provisions of the Nonexclusive City of Detroit/Comcast Cablevision of Detroit, Inc. Cable Communications Service Franchise Agreement (FY 2003/2004).
- Hold quarterly meetings with Comcast Cablevision of Detroit to review procedure, resolve or discuss customer service issues, and initiate projects/programs.

Board of Ethics -

- Hire Executive Director.
- Establish department office.
- Develop and conduct employee education program regarding establishment of the Board of Ethics; standards of conduct; complaint and resolution procedures.
- Establish rules and procedures in accordance with Section 2-111 of City Charter.

Grants Acquisition Office - In FY 2003-04, staff will begin to research availability of local, national and international funding sources, and will develop strategic marketing and communications campaigns. The Grants Committee will be formed to target specific departmental programs and services, and the Grants Acquisition Office will begin a technical assistance effort consisting of proposals, presentations and other marketing tools, and a centralized database of potential funding sources.

In the fall of 2003, the Grants Acquisition Office may begin to work with the Budget Department to secure local match requirements for external funding for the FY 2004-05 budget process.

Program Management Office - The PMO is organized around three core operating areas: technological and fiscal systems; real estate; and city service delivery. Starting in FY 2003-04, one Portfolio Manager will coordinate implementation DRMS 11i, the accounting consolidation, and system upgrades. One Portfolio Manager will oversee real estate projects, starting with the new Police Headquarters. Two Portfolio Managers will target PLD and DPW for re-engineering, developing workplans to improve refuse and bulk pickup, vehicle maintenance and fuel control in DPW, and traffic lights, street lights and power generation in PLD. Agency level project managers will be assigned to each of these projects under the overall direction of the PMO, which will track and report on project performance.

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The Quality Assistance Reviewer will interact with PMO staff and other institutional policymakers to maintain overall financial and logistical goals among all the projects managed in the Office.

PLANNING FOR THE FUTURE

Greater Detroit Resource Recovery Authority – Identify project participants, alternates and alternative scenarios for resource recovery facility and project utilization. for 2010 and thereafter.

Detroit Building Authority - The Detroit Building Authority (DBA) expects its volume of work to increase in the next fiscal year and continue in the future due to several factors:

Maintenance of city facilities has been poor and many city facilities are now in need of capital improvements in order to continue service.

Many city departments are now beginning to understand the types of services that can be provided by the DBA. This can be attributed to the various outreach programs held and planned for in the future. The first outreach for city departments was held on December 4, 2002 and 12 departments along with representatives of the Mayor's Office were in attendance. The next outreach program is scheduled for late January/early February 2003 for the local contracting community. We expect a large number of contractors and consultants to attend to learn how to do business with the DBA. The DBA plans to hold two workshops per year, one for city departments and one for contractors/consultants.

The improved business climate in Detroit will increase the demand for city services and facilities such as additional parking facilities, improvements to Cobo Center, police and fire facilities and recreational facilities.

Major new projects expected during the next fiscal year include the following:

- Master Plan Project
Detroit Institute of Arts
- 2 major parking garages
Municipal Parking Department
- Public Safety Mall
Police Department
- Phase 3 & 4 Police Communication Facility
Police Department
- Headquarters Building
Police Department
- 155 Erskine Fire Administration Building
Fire Department
- Veterinary Hospital
Detroit Zoo
- Multi-use Facility
Detroit Zoo
- Historical Museum Expansion
Historical Department

The DBA expects to take advantage of improved technologies in delivering it's services such as greater use of web based communication to the local contracting community of bid opportunities and for project management and reporting on various projects.

Detroit Cable Communications Commission - Currently, the DCCC is monitoring approximately twenty-three (23) entities for compliance with federal, state,

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and local statutes. In addition, several entities are being monitored for bankruptcy determinations, potential reorganizations and mergers and acquisitions. The activity in the Regulatory & Compliance Division has increased within the past year because of new State requirements for permitting, accessing the public right of ways, and determining compensation for such use. Furthermore, advances in technology and the constant change in the regulatory landscape from various legislative and governmental arenas add another dimension of required research and monitoring. To accommodate this increased demand and the new cable franchise agreement, the DCCC is seeking to add a Cable Contract & Compliance Manager to specifically manage and enforce the new agreement negotiated in 2002.

In 2002, the DCCC submitted its first Capital Agenda request for review. The Capital Agenda request proposed the acquisition for a larger, more accommodating facility by the year 2005. The goal is to relocate the Regulatory & Compliance Division, the Media/Production Service Division, including the Educational Access Channels, Government Access Channels and all production facilities, and house the Public Benefit Corporation. The DCCC is exploring several options, regarding this endeavor. Finally, the DCCC is also planning to implement phase II of the website development project that will include providing streaming video via the Internet; giving Detroit residents access to timely and important video information.

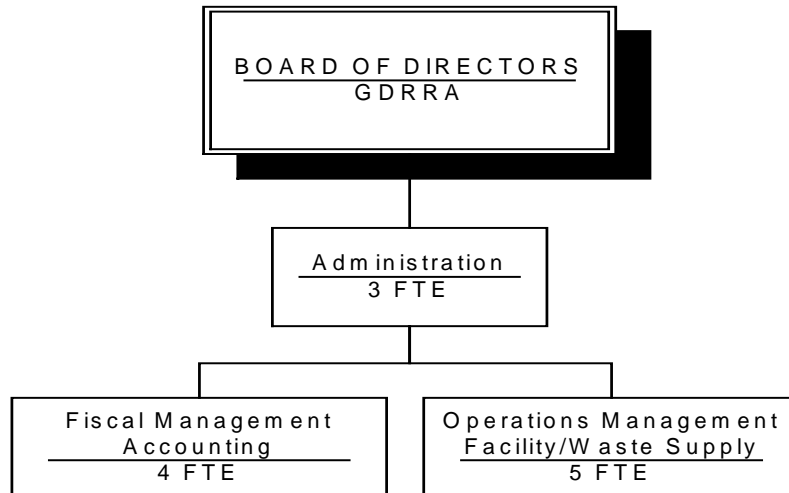
Board of Ethics – Consistent with state law, the Board of Ethics may recommend improvements in the standards of conduct to ensure the ethical behavior of city elective officers, appointees, and employees, or in the organization and procedures related to the administration and enforcement of those standards.

Grants Acquisition Office - This new Office resulted from an internal finding that Detroit ranks behind smaller cities in total grant dollars received, and lacks a coherent citywide approach to external funding sources. The vision is that this deficiency can be addressed with staff geared toward effective salesmanship, relationship building, public relations, and creative approaches. The Grants Management Unit of the Finance Department will interface with their efforts, but is geared toward fiscal and budgetary competencies such as maintaining and analyzing data, knowledge of the City's accounting systems, and compliance and auditing.

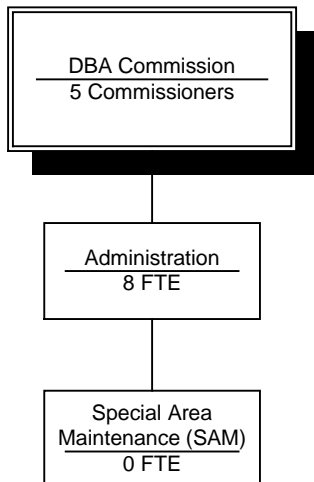
Program Management Office - The PMO was recommended by the 2002 Committee on Operational and Financial Re-engineering (COFR) to formalize project initiation, and to deploy consistent processes and methodologies in city resource and service delivery planning. The COFR was a broad-based committee, charged in 2002 with identifying ways to reduce costs, eliminate redundant processes, and streamline city operations, and it proposed a series of management reforms. The PMO will be the centerpiece of service improvement across the city.

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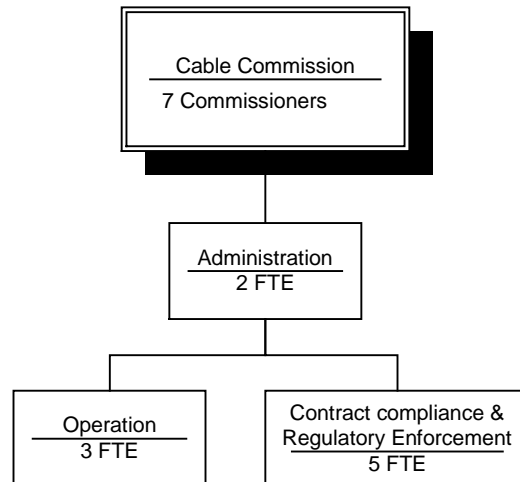
Greater Detroit Resource Recovery Authority



Detroit Building Authority

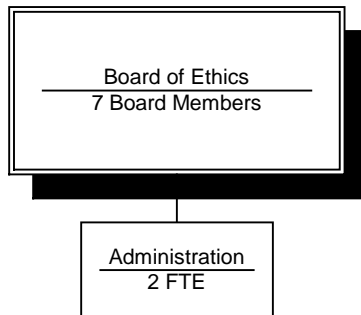


**Detroit Cable Communications
Commission**

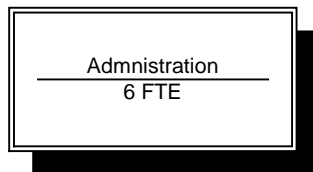


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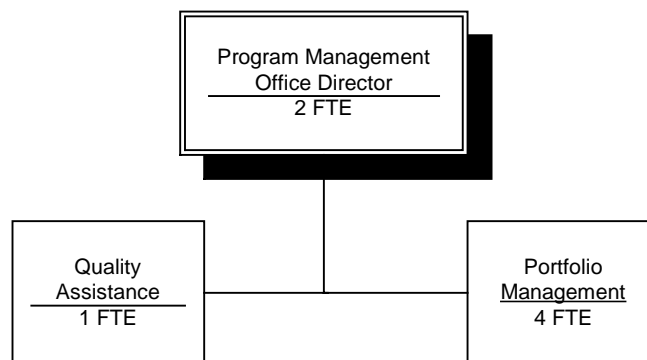
BOARD OF ETHICS



GRANTS ACQUISITION OFFICE



PROGRAM MANAGEMENT OFFICE



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PERFORMANCE GOALS, MEASURES AND TARGETS

Greater Detroit Resource Recovery Authority

Goals: Measures	2001-02 Actual	2002-03 Projection	2003-04 Target
Optimize quantity and quality of facility's waste supply: Tonnage received/processed	760,000	780,000	800,000
Optimize quantity and quality of facility's energy products and recovered materials: Pounds of steam sold	2,200,000,000	2,300,000,000	2,400,000,000
Minimize environmental impacts of Authority's waste management actions: Percent of permitted air quality emissions inventory	Less than 10%	Less than 10%	10%
Maximize utilization of progressive management techniques and technology: Percent of staff software proficient	100%	100%	100%

PERFORMANCE GOALS, MEASURES AND TARGETS

Detroit Building Authority

Goals: Measures	2001-02 Actual	2002-03 Projection	2003-04 Target
Timely preparation, processing and execution of contract execution of contract documents: Timely prep. of contract documents ¹	150 of 180	180 of 200	95 of 100
Timely execution of Construction/ Professional documents ²	115 of 130	130 of 140	150 of 175
Timely prep.of Contracts Of Lease ³	35 of 50	50 of 60	40 of 50
Complete each project within ascribed budget:	20% Increase	30% Increase	50% Increase
Complete construction projects within timeline requested by contracting department:	20% Increase	30% Increase	50% Increase
Promote client satisfaction by providing the level of technical expertise required for each project:	20% Increase	35% Increase	50% Increase

1 "Timely" is the percent within three weeks of DBA Board approval.

2 "Timely" is the percent prepared and executed within five weeks of DBA Board approval.

3 "Timely" is within seven weeks of DBA Board approval.

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PERFORMANCE GOALS, MEASURES AND TARGETS

Detroit Cable Communications Commission

Goals: Measures	2001-02 Actual	2002-03 Projection	2003-04 Target
Facilitate the business development and expansion of the cable television and telecommunications industries in the City of Detroit: Number of new cable and telecommunications permits/franchise agreements	2	3	5
Cable Franchise and telecommunications permit fees	\$5,702,000	\$4,833,000	\$4,758,000
Monitor franchise compliance to ensure that Federal and State regulations are followed: Audits of cable operator	1	1	1
Equipment inspections	2	2	2
Maximize the use of all public, educational and government channels, facilities and equipment: Playback on Channel 22 (/Educational Channel)	12 Hours	24 Hours	24 Hours
Playback on Channel 10 (Government Channel)	12 Hours	24 Hours	24 Hours

Explanation

Playback on Channel 10 (day/hours): Represents the number of hours on air (10:00 a.m. –12:00 a.m.) Monday-Friday.

Playback on Channel 22 (day/hours): Represents the number of hours on air (12:00 a.m. – 11:59 p.m.) Monday – Friday.

Weekend Playback on Channel 10 on Saturday (12:00 noon – 10:00 p.m.) 10 hours; Sunday (12:00 Noon – 8:00 p.m.) 8 Hours.

Totals: 18 additional hours per week.

PERFORMANCE GOALS, MEASURES AND TARGETS

Board of Ethics

Goals: Measures	2001-02 Actual	2002-03 Projection	2003-04 Target
Conduct investigations related to conduct of elective officers, appointees and employees: Number of investigations	N/A	0	5-10
Number of subpoenas issued	N/A	0	5-10
Number of months to complete investigation	N/A	N/A	2-3
Issue annual report to the Mayor and Council, publishing advisory opinions: Number of advisory opinions issued	N/A	1	5-10
Perform other functions essential to ensure the integrity of city government: Conduct training of city employees	N/A	1	2-3

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PERFORMANCE GOALS, MEASURES AND TARGETS

Grants Acquisitions Office

Goals: Measures	2001-02 Actual	2002-03 Projection	2003-04 Target
Coordinate requests for grant funding with City departments and agencies: Number of grant applications prepared	N/A	N/A	9
Number of new grant applications prepared	N/A	N/A	3
Identify creative and innovative program opportunities to improve city streets: Number city program recipients	N/A	N/A	6
Leverage local dollars with additional grants from federal and state governments, foundations, and private corporations: Value of grant awards received	N/A	N/A	N/A*
Total General Fund appropriation offset	N/A	N/A	N/A*

Award notices not expected to be made in the initial year.

PERFORMANCE GOALS, MEASURES AND TARGETS

Program Management Office

Goals: Measures	2001-02 Actual	2002-03 Projection	2003-04 Target
Maintain reporting mechanisms for tracking of project financials, individual performance, formal definitions of deliverables and measurable results, and individual tasks against plans, and communicate them with the Mayor Cabinet members: Number of periodic reports generated	N/A	N/A	12
Control allocation of resources including City staff and outside consultants/contractors: Actual real estate cost as percent of budgeted cost	N/A	N/A	N/A
Actual technology systems costs as percent of budgeted cost	N/A	N/A	N/A
Contract cost overruns	N/A	N/A	0
Total project \$ savings	N/A	N/A	N/A
Decrease project failure rate through consistent processes and methodologies that improve project efficiency and effectiveness: Number of months behind workplan as percent of total months of workplan	N/A	N/A	0
Number of projects suspended	N/A	N/A	0
Develop competencies within the City through well-defined processes and procedures: Number of agency staff on project teams	N/A	N/A	72

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EXPENDITURES

	2001-02		2002-03		2003-04		Variance	Variance
	Actual		Redbook		Mayor's			
	Expense				Budget Rec			Percent
Salary & Wages	\$ 1,741,149	\$	2,276,153	\$	3,006,767	\$	730,614	32%
Employee Benefits	257,910,170		1,192,649		1,812,174		619,525	52%
Prof/Contractual	30,770,989		3,866,806		4,681,597		814,791	21%
Operating Supplies	1,333,434		1,567,500		110,700		(1,456,800)	-93%
Operating Services	104,397,219		90,657,061		36,205,737		(54,451,324)	-60%
Capital Equipment	41,869,189		33,590,750		39,563,250		5,972,500	18%
Capital Outlays	673,990		-		-		-	0%
Fixed Charges	566,971,472		47,167,429		36,062,404		(11,105,025)	-24%
Other Expenses	243,294,621		128,739,993		107,262,382		(21,477,611)	-17%
TOTAL	\$ 1,248,962,233	\$	309,058,341	\$	228,705,011	\$	(80,353,330)	-26%
POSITIONS	29		38		51		13	0%

REVENUES

	2001-02		2002-03		2003-04		Variance	Variance
	Actual		Redbook		Mayor's			
	Revenue				Budget Rec			Percent
Taxes/Assessments	\$ 674,734,389	\$	621,886,388	\$	622,736,651	\$	850,263	0%
Licenses/Permits	11,761		20,000		20,000		-	0%
Fines/Forfeits/Penalties	6,527,164		5,000,000		6,000,000		1,000,000	20%
Rev from Use of Assets	(168,115,529)		35,585,000		7,658,560		(27,926,440)	-78%
Grants/Shared Taxes	438,427,640		332,545,000		311,313,600		(21,231,400)	-6%
Sales & Charges	57,471,947		55,029,928		57,200,847		2,170,919	4%
Sales of Assets	31,697,544		22,804,504		28,474,422		5,669,918	25%
Contrib/Transfers	493,948,108		69,050,992		109,815,550		40,764,558	59%
Miscellaneous	39,867,895		6,600,000		39,655,779		33,055,779	501%
TOTAL	\$ 1,574,570,919	\$	1,148,521,812	\$	1,182,875,409	\$	34,353,597	3%